



The Commonwealth of Massachusetts

The Human Resources Division

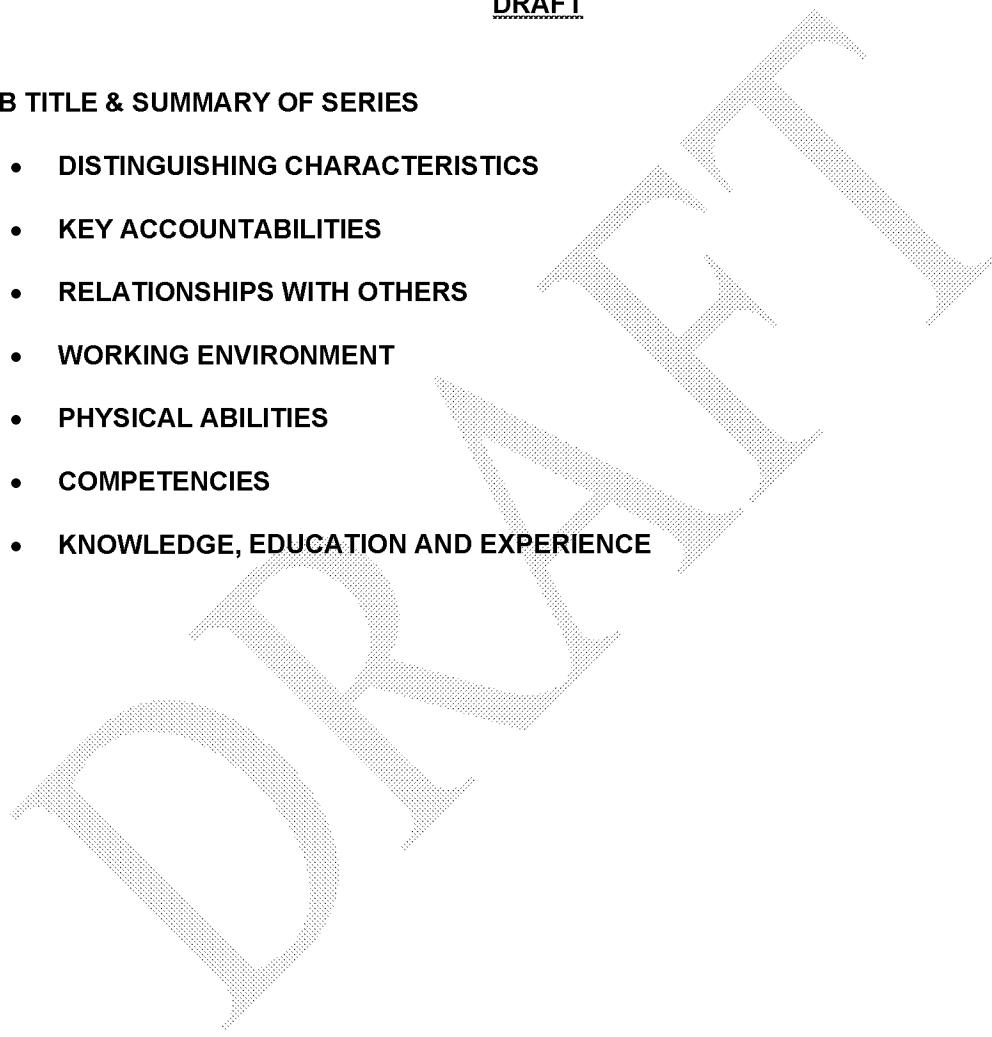
Classification Specification

PROGRAM COORDINATOR SERIES

DRAFT

JOB TITLE & SUMMARY OF SERIES

- DISTINGUISHING CHARACTERISTICS
- KEY ACCOUNTABILITIES
- RELATIONSHIPS WITH OTHERS
- WORKING ENVIRONMENT
- PHYSICAL ABILITIES
- COMPETENCIES
- KNOWLEDGE, EDUCATION AND EXPERIENCE



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PROGRAM COORDINATOR LEVELS I-III:

There are three levels of work in the Program Coordinator series. Incumbents of classifications in this series develop, implement, coordinate, and monitor assigned program activities; review and analyze data; provide technical assistance, guidance, and advice to agency staff and others; and act as liaison between various internal and external contacts.

The basic purpose of this work is to facilitate the achievement of program goals and objectives.

I. PROGRAM COORDINATOR I:

Distinguishing Characteristics:

This is the first-level professional classification in this series, and in some work environments may be the first level of supervision. Incumbents perform day-to-day administrative duties and monitor the activities and progress of current programs according to established performance measures and objectives. Incumbents at this level have a solid understanding of program processes, work within a framework of established and regulated policies and procedures, and have the ability to develop relationships across the program team to facilitate coordination of activities.

Supervision Received:

Incumbents receive general supervision from employees of a higher grade who provide training and guidance, work assignments, and review of performance through formal and informal verbal and written reports for effectiveness and conformance to laws, regulations, and agency policy.

Supervision Exercised:

Incumbents may exercise direct supervision over, assign work to, provide guidance, and review the performance of professional, technical, administrative, or other staff.

Incumbents may provide functional guidance to agency staff of a lower grade or with less experience through guidance, assistance, and mentoring.

Functions Performed:

Incumbents perform the following:

- Monitor assigned program activities, including records and reports submitted by program team or agency staff to ensure effective operations and compliance with applicable laws, regulations, policies, and standards.
- Collect, compile and analyze program data/information; and create and produce comprehensive qualitative measurement/status reports on various program aspects to inform stakeholders of program activities and progress and to evaluate overall program effectiveness and operational processes.
- Serve as a liaison between various stakeholders and internal agency personnel; exchange information; resolve problems; and/or identify the appropriate communication channel or person to resolve issues and support efficient operations.

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- Provide technical assistance, guidance, and advice to agency staff and others regarding assigned program to address complaints, concerns, or programmatic questions, and to ensure compliance with established policies, procedures, and standards.
- Identify methods and approaches that will increase collaboration and communication within program team and externally with key partners and stakeholders.
- Maintain and archive records; input data into electronic systems to assure records and confidential information are current, organized, accessible for future review and protected in compliance with laws and policies; conduct database queries to provide information to agency staff and external contacts.
- Research and acquire knowledge of policies, guidelines and regulations to inform and update agency staff.
- Assess program needs and purchase, in accordance to budget constraints, required supplies to facilitate program effectiveness and efficiency; track expenses and monitor expenditures.
- May carry out project-related administration such as scheduling, maintaining records, and producing/filing general documentation.

Key Accountabilities:

Incumbents at this level have the decision-making authority to:

- Prioritize and manage daily workload.
- Contact and communicate with internal and external contacts when appropriate.
- Define roles and allocate responsibilities when working with others, such as lower level agency staff, contractors, or vendors.
- Recommend appropriate program measurements.
- Recommend changes in program procedures, guidelines, and practices.

Relationships with Others:

Key contacts and relationships for incumbents include local, state, and federal agency staff; stakeholders, program partners, external vendors and contractors; and the general public.

Working Environment:

While performing the duties of this classification, incumbents work indoors within an office setting. The noise level is usually quiet.

Physical Abilities:

While performing the duties of this classification, incumbents are regularly required to sit for long periods of time, type, handle materials, and talk and/or hear. Incumbents are occasionally required to stand and walk as well as lift, carry, push, or pull up to 25

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pounds of office supplies or equipment. Work assignments may be performed with or without reasonable accommodation to a known disability.

Required Competencies:

- *Customer Service Orientation* – The ability to discover and meet the customer's or client's needs.
- *Flexibility* – The ability to adapt to and work effectively as the situation changes.
- *Information Gathering* – The ability to investigate a situation, to seek out additional information and to resolve discrepancies.
- *Initiative* – The ability to identify a problem or opportunity and take action to address current or future problems and opportunities.
- *Integrity* – Takes actions that are consistent with what one says are important, that is, he or she "walks the talk."
- *Organizational Awareness* – The ability to understand and leverage the power and influence relationships in an organization.
- *Problem Solving* – The ability to think through problems, organize information, identify key factors and underlying causes to generate solutions.
- *Teamwork* – The ability to work cooperatively with others, to be part of a team, to work together.

Knowledge, Education and Experience:

Applicants must have at least (A) two years of full-time, or equivalent part-time professional, administrative, or managerial experience in business administration, business management, or public administration in which the major duties involved program management, program administration, program coordination, program planning, and/or program analysis, or (B) any equivalent combination of the required experience and the substitutions below.

Incumbents may be required to have a current and valid Massachusetts Motor Vehicle Driver's License at a Class level specific to assignment.

Substitutions:

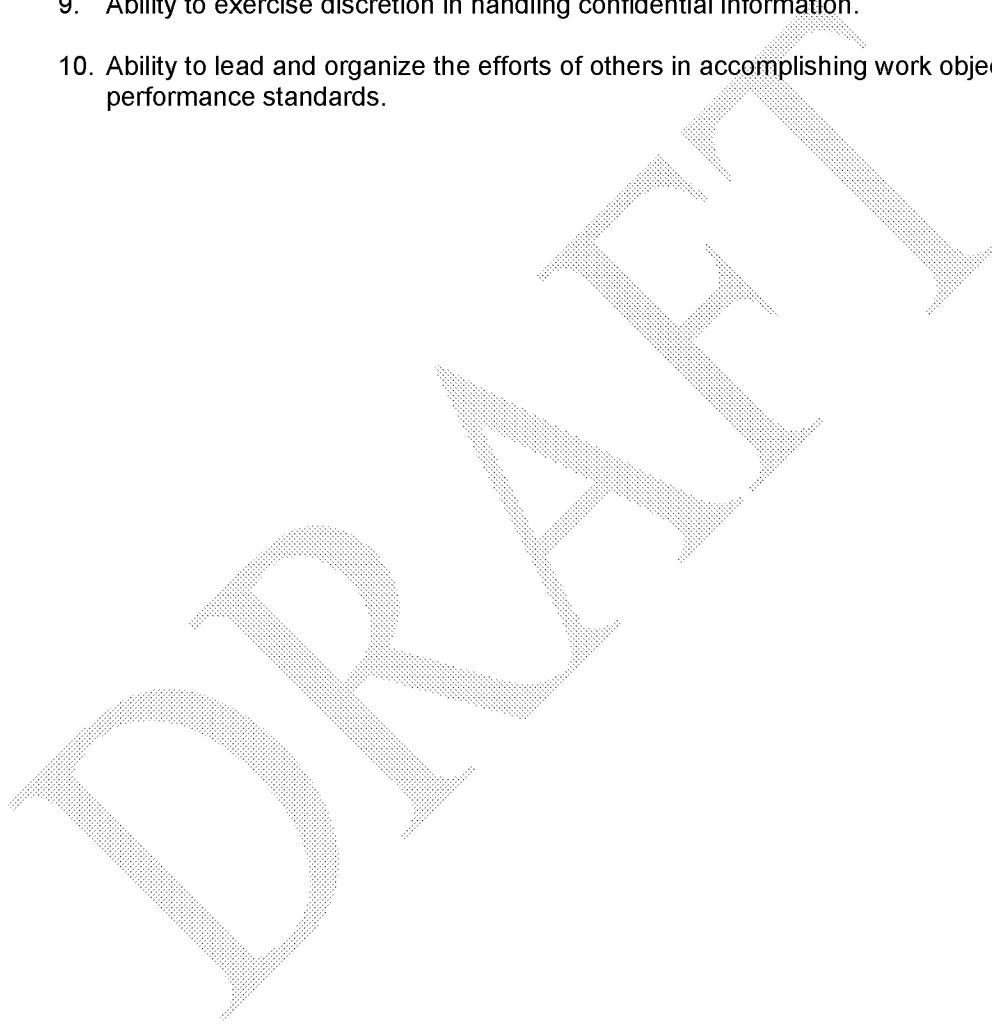
- I. A Bachelor's degree in business administration, business management, or public administration may be substituted for the required experience.

Incumbents are required to have the following at the time of hire:

1. Knowledge of basic statistical methods and analysis.
2. Ability to understand and apply the laws, rules, regulations, policies and procedures governing assigned agency activity.
3. Ability to use a computer to conduct research, manage databases, and produce written documents.

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4. Ability to determine the applicability of data, exercise sound judgment, and draw logical conclusions.
5. Ability to communicate effectively both verbally and in writing.
6. Ability to interact effectively with diverse groups of people.
7. Ability to work independently.
8. Ability to write statistical and narrative reports.
9. Ability to exercise discretion in handling confidential information.
10. Ability to lead and organize the efforts of others in accomplishing work objectives and performance standards.



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II. PROGRAM COORDINATOR II:

Distinguishing Characteristics:

This is the second-level professional classification in this series, and in some work environments may be the first or second level of supervision. The level of supervision varies by size and complexity of a program and/or the number of programs assigned to an incumbent. Typically, incumbents at this level lead the coordination or have formal supervisory responsibility for a medium sized program in terms of complexity (e.g., number of regulations, impact to agency operation, visibility, number of external stakeholders and partners), or have responsibility for two or more smaller programs. At this level incumbents perform less of the administrative aspects described for Level I and focus more on implementing programmatic changes to increase the effectiveness of programs.

Supervision Received:

Incumbents receive general supervision from employees of a higher grade who provide training and guidance, work assignments, and review of performance through formal and informal verbal and written reports for effectiveness and conformance to laws, regulations, and agency policy.

Supervision Exercised:

Incumbents exercise direct, and in some environments, indirect supervision over, assign work to, provide guidance, and review the performance of professional, technical, administrative, or other staff. Incumbents participate in the training and mentoring of new employees.

Incumbents may serve as a program lead and provide functional direction to program team members through guidance, assignment of responsibilities, and review of work.

Additional Functions Performed:

Incumbents perform the following:

- Oversee and/or coordinate program activities to ensure efficiency, effectiveness, and compliance with established standards; assign staff functions and responsibilities based on workload, strengths, and area of expertise to ensure appropriateness of assignments.
- Monitor, review, analyze, and evaluate various data, including financial information, concerning program activities to determine progress and effectiveness; recommendation changes in procedures, guidelines, etc. and formulate methods of accomplishing program objectives within budget.
- Provide on-the-job training, orientation, and opportunities for the development and advancement of program staff.
- Provide educational materials or promote understanding of program objectives to agency staff, stakeholders and key partners.
- Review and analyze changes to legislation and regulations that have direct impact on program operations; provide recommendations and guidance to management on steps to take to ensure compliance with changes.

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- Develop, recommend, and implement procedures and guidelines to accomplish program(s) objectives and goals.
- Review and monitor progress and performance of activities performed by staff, including reports and documents for accuracy, completeness, and content; provide guidance and coaching; and assist staff in resolving problems or other issues.
- Confer with management and other agency staff to determine program requirements and availability of resources and to develop the criteria and standards for program evaluation.

Additional Key Accountabilities:

Incumbents at this level have the decision-making authority to:

- Recommend resources needed for a particular program or initiative.
- Build and maintain effective relationships with internal and external contacts.
- Recommendation changes to program procedures and policies.
- Recommend changes to program objectives and performance measures/standards.
- Lead and supervise staff, including allocation and prioritization of work; determine needs and arrange for training for staff; address personnel and performance issues.

Relationships with Others:

Key contacts and relationships for incumbents include local, state, and federal agency staff; stakeholders, program partners, external vendors and contractors; and the general public.

Working Environment:

While performing the duties of this classification, incumbents work indoors within an office setting. The noise level is usually quiet.

Physical Abilities:

While performing the duties of this classification, incumbents are regularly required to sit for long periods of time, type, handle materials, and talk and/or hear. Incumbents are occasionally required to stand and walk as well as lift, carry, push, or pull up to 25 pounds of office supplies or equipment. Work assignments may be performed with or without reasonable accommodation to a known disability.

Additional Required Competencies:

- *Drive for Results* – The ability to set goals and strive for excellence or improvement.
- *Holds People Accountable* – The ability to ensure others accept responsibility for delegated tasks and are focused on achieving objectives.
- *Relationship Building* – The ability to build and/or maintain friendly, reciprocal, warm relationships and networks of contacts.

Knowledge, Education and Experience:

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Applicants must have at least (A) four years of full-time, or equivalent part-time professional, administrative, or managerial experience in business administration, business management, or public administration in which the major duties involved program management, program administration, program coordination, program planning, and/or program analysis, or (B) any equivalent combination of the required experience and the substitutions below.

Incumbents may be required to have a current and valid Massachusetts Motor Vehicle Driver's License at a Class level specific to assignment.

Substitutions:

- I. A Bachelor's degree in business administration, business management, or public administration may be substituted for two years of the required experience.
- II. A Masters degree in business administration, business management, or public administration may be substituted for three years of the required experience.

Incumbents are required to have the following at the time of hire:

1. Knowledge of the principles, practices, and techniques of supervision.
2. Knowledge of the laws, regulations, rules, and agency policies and procedures governing assigned program(s).
3. Knowledge of program related budgetary/grant, accounting, and purchasing procedures and practices.
4. Ability to multi-task and coordinate a variety of programmatic activities.
5. Ability to supervise, including planning and assigning work according to the nature of the job to be accomplished and the capabilities of subordinates and available resources; controlling work through periodic reviews and/or evaluations; determining the need for and recommending disciplinary action.

III. PROGRAM COORDINATOR III:

Distinguishing Characteristics:

This is the third-level professional classification in this series, and in some work environments may be the second or third level of supervision. The level of supervision varies by size and complexity of a program and/or the number of programs assigned to an incumbent. Typically, incumbents at this level lead the coordination or have formal supervisory responsibility for a large sized program in terms of complexity (e.g., number of regulations, impact to agency operation, visibility, number of external stakeholders and partners), have responsibility for two or more medium sized programs, or have responsibility for program development. At this level incumbents perform all of the professional and supervisory functions described for Levels I-II and delegate supervision to others.

Supervision Received:

Incumbents receive general supervision from employees of a higher grade who provide training and guidance, work assignments, and review of performance through formal and informal verbal and written reports for effectiveness and conformance to laws, regulations, and agency policy.

Supervision Exercised:

Incumbents exercise direct, and in some environments, indirect supervision over, assign work to, provide guidance, and review the performance of professional, technical, administrative, or other staff. Incumbents participate in the training and mentoring of new employees.

Incumbents may serve as a program lead and provide functional direction to program team members through guidance, assignment of responsibilities, and review of work.

Additional Functions Performed:

Incumbents perform the following:

- Develop the purpose and scope of proposed programs, in consultation with management and other agency staff, develop and monitor performance measurements and standards; participate in the long range planning of all programmatic aspects; and provide information concerning program implementation and evaluation.
- Participate in the development of program budget and grant applications; manage and monitor budgets, identify priorities and allocate funds. Identify ways to maximize limited resources in order to achieve program goals and objectives.
- Disseminate information received from management and others to program staff to motivate and appropriately align efforts.

Additional Key Accountabilities:

Incumbents at this level have the decision-making authority to:

- Develop program purpose and scope.
- Develop program budget.

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- Maximize resources.
- Recommend changes to vendors and/or contractors.

Relationships with Others:

Key contacts and relationships for incumbents include local, state, and federal agency staff; stakeholders, program partners, external vendors and contractors; and the general public.

Working Environment:

While performing the duties of this classification, incumbents work indoors within an office setting. The noise level is usually quiet.

Physical Abilities:

While performing the duties of this classification, incumbents are regularly required to sit for long periods of time, type, handle materials, and talk and/or hear. Incumbents are occasionally required to stand and walk as well as lift, carry, push, or pull up to 25 pounds of office supplies or equipment. Work assignments may be performed with or without reasonable accommodation to a known disability.

Additional Required Competencies:

- *Develops Talent* – The ability to foster the long-term learning or development of others.
- *Strategic Thinking* – The ability to link long-range visions and concepts to daily work.

Knowledge, Education and Experience:

Applicants must have at least (A) six years of full-time, or equivalent part-time professional, administrative, or managerial experience in business administration, business management, or public administration in which the major duties involved program management, program administration, program coordination, program planning, and/or program analysis, with at least (B) two years of experience in a supervisory or team leadership capacity, or (C) any equivalent combination of the required experience and the substitutions below.

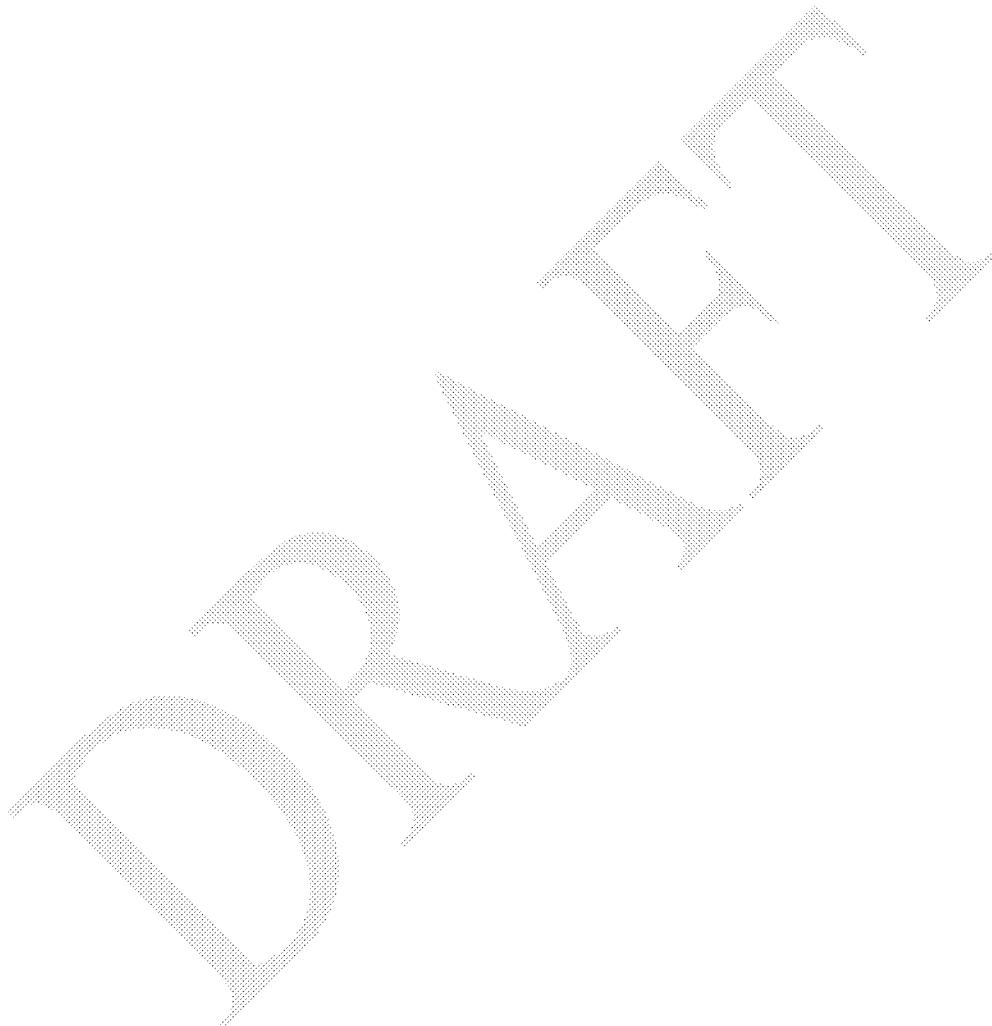
Incumbents may be required to have a current and valid Massachusetts Motor Vehicle Driver's License at a Class level specific to assignment.

Substitutions:

- I. A Bachelor's degree in business administration, business management, or public administration may be substituted for two years of the required experience.
- II. A Masters degree in business administration, business management, or public administration may be substituted for three years of the required experience.

Incumbents are required to have the following at the time of hire:

1. Experience knowledge and ability to supervise, including planning and assigning work according to the nature of the job to be accomplished and the capabilities of subordinates and available resources; controlling work through periodic reviews and/or evaluations; determining the need for and recommending disciplinary action.
2. Ability to communicate and work effectively with senior leaders and high-ranking officials.



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